

the public relations handbook alison theaker File PDF

the public relations handbook alison theaker is a comprehensive guide that has become an essential resource for students, professionals, and academics seeking to understand the multifaceted world of public relations (PR). Authored by Alison Theaker, a renowned expert in the field, this handbook offers in-depth insights into the theories, practices, strategies, and ethical considerations that underpin effective public relations campaigns. Its detailed approach combines theoretical frameworks with practical applications, making it a valuable tool for those aiming to master the art and science of managing an organization's reputation and communication with its publics.

Overview of the Public Relations Handbook by Alison Theaker

Background and Author's Expertise

Alison Theaker is a highly respected scholar and practitioner in the field of public relations. With extensive experience in both academia and industry, she brings a balanced perspective to her writing. Her work often emphasizes the importance of strategic communication, ethical practices, and the evolving nature of media and technology in PR.

The handbook reflects her depth of knowledge, providing readers with a solid foundation in core PR concepts while also exploring contemporary issues such as digital media, social responsibility, and globalization. Theaker's approach is accessible yet rigorous, making complex ideas understandable without oversimplification.

Purpose and Scope of the Handbook

The primary aim of the handbook is to equip readers with the knowledge necessary to develop, implement, and evaluate effective public relations strategies. It covers a broad spectrum of topics, including:

- Fundamental principles of public relations
- Communication theories and models
- Media relations and press management
- Stakeholder engagement
- Campaign planning and evaluation

- Ethical and legal considerations
- Digital and social media strategies
- Crisis communication and reputation management

The handbook is structured to serve both students new to PR and seasoned practitioners seeking to update their knowledge with current best practices.

Key Topics Covered in the Handbook

Foundations of Public Relations

This section introduces the core concepts and definitions of public relations. It explores the evolution of PR from its early roots to modern strategic communication. Key points include:

- Definitions of public relations and its role within organizations
- Differences between PR, advertising, marketing, and journalism
- The importance of relationship-building with publics
- The strategic nature of PR as a management function

Communication Theories and Models

Understanding communication theories is vital for designing effective messages. Theaker discusses several influential models, such as:

- Shannon and Weaver's Transmission Model
- Two-Way Symmetrical Model
- Stakeholder Theory
- Agenda-Setting Theory

She emphasizes the importance of choosing the appropriate model based on the context and objectives of a campaign.

Media Relations and Press Management

Effective media relations are critical for gaining publicity and shaping public perception. The handbook covers:

- Media outreach strategies

- Writing press releases and media kits
- Managing press conferences and interviews
- Building and maintaining media relationships

Stakeholder Engagement and Relationship Management

PR is fundamentally about managing relationships with various publics. Topics include:

- Identifying and segmenting stakeholders
- Developing stakeholder maps and matrices
- Strategies for engaging diverse publics
- Measuring stakeholder engagement success

Planning and Implementing PR Campaigns

The handbook provides a step-by-step approach for developing campaigns, including:

- Situation analysis and research
- Setting objectives and target audiences
- Message development and selection of communication channels
- Implementation and monitoring
- Evaluation and feedback

Ethics and Legal Issues in PR

Ethical practice is a cornerstone of credible PR. Topics include:

- Codes of conduct and professional standards
- Legal considerations such as libel, defamation, and privacy laws
- Managing conflicts of interest
- Case studies highlighting ethical dilemmas

Digital and Social Media Strategies

With the rise of digital platforms, the handbook dedicates a substantial section to online communication, including:

- Content creation and management
- Social media monitoring and analytics
- Engaging influencers and online communities
- Handling online crises and reputation management

Crisis Communication and Reputation Management

Preparedness and response strategies are essential for protecting an organization's reputation. Theaker discusses:

- Identifying potential crises
- Developing crisis communication plans
- Responding effectively during and after crises
- Learning from crisis situations through case studies

The Structure and Features of the Handbook

Organization and Layout

The handbook is methodically organized into chapters that follow a logical progression from foundational principles to advanced strategic topics. Each chapter includes:

- Clear learning objectives
- Key concepts and definitions
- Real-world case studies
- Discussion questions and activities
- Summary and key takeaways

Use of Case Studies and Practical Examples

Alison Theaker enriches her content with numerous case studies from various industries and organizations. These examples serve to illustrate theoretical points and demonstrate best practices in real-world scenarios.

Supplementary Resources

The handbook also points readers toward additional resources such as:

- Academic journals and research articles
- Professional associations and networks
- Online tools and platforms for digital PR
- Guidelines and standards from PR organizations

Critical Analysis of the Handbook

Strengths

Theaker's handbook is praised for its comprehensive coverage and balanced approach. Its strengths include:

- Clarity and accessibility for newcomers to PR
- Integration of theory and practice
- Up-to-date discussion of digital media and modern challenges
- Focus on ethics and social responsibility
- Rich case studies that contextualize concepts

Limitations

While highly regarded, some critiques point out areas for improvement:

- Potentially overwhelming depth for absolute beginners without prior exposure
- Less emphasis on emerging global PR practices in diverse cultural contexts
- Need for regular updates to keep pace with rapidly evolving digital platforms

Impact and Relevance in the Field of Public Relations

Educational Significance

The handbook serves as a primary textbook in many university PR courses worldwide. Its structured approach and comprehensive content make it ideal for both teaching and self-study.

Professional Application

Practitioners use the principles outlined in the handbook to craft strategic communication plans, manage crises, and adapt to new media landscapes. The guidelines help ensure ethical and effective communication practices.

Influence on Public Relations Practice

By blending theory with real-world application, Alison Theaker's work influences how organizations understand and implement PR strategies, fostering a more strategic and ethical approach to reputation management.

Conclusion: The Significance of the Public Relations Handbook by Alison Theaker

The public relations handbook authored by Alison Theaker stands as a foundational text in the discipline. Its comprehensive nature, combining theoretical frameworks, practical strategies, ethical considerations, and contemporary digital trends, makes it an invaluable resource for anyone involved in or studying public relations. As the field continues to evolve with technological advancements and changing societal expectations, Theaker's work provides a solid grounding while encouraging critical thinking and ethical practice. For students, educators, and professionals alike, this handbook remains a vital guide to navigating the complexities of strategic communication in the modern world.

The Public Relations Handbook by Alison Theaker stands as a seminal resource for students, practitioners, and anyone interested in understanding the multifaceted world of public relations. Renowned for its comprehensive coverage, clarity, and practical insights, this book has cemented itself as one of the most authoritative texts in the field. Whether you're new to PR or an experienced professional aiming to refine your knowledge, Theaker's handbook offers invaluable guidance on the principles, strategies, and ethical considerations that underpin effective public relations practice.

An Overview of the Book's Scope and Significance

Alison Theaker's Public Relations Handbook is widely regarded as a foundational text within the discipline. It systematically explores the core concepts, tools, and environments that shape public relations in the modern age. The book balances theoretical frameworks with real-world applications, making it accessible for students while also serving as a practical guide for practitioners.

This comprehensive approach makes the handbook a vital reference for understanding how organizations communicate with their publics, manage reputation, and navigate complex media landscapes. Its emphasis on ethical considerations, strategic planning, and the evolving digital environment reflects the dynamic nature of contemporary PR.

Core Themes and Structure of the Handbook

Theaker's Public Relations Handbook is organized into several key sections, each addressing vital aspects of the profession:

- Foundations of Public Relations
 - Definition and evolution of public relations
 - The role of PR in organizations and society
 - Theoretical frameworks underpinning PR practice
 - Key concepts: reputation, branding, stakeholder engagement
- Planning and Strategy
 - Developing effective PR campaigns
 - Setting objectives and target audiences
 - Research methods and situation analysis
 - Crafting messages and selecting communication channels
- Media Relations and Communication Tools
 - Working with journalists and media outlets
 - Press releases, media kits, and press conferences
 - Social media and digital communication platforms
 - Content creation and storytelling techniques
- Ethical and Legal Considerations
 - Codes of conduct and professional standards
 - Managing crises and reputation threats
 - Legal issues: defamation, privacy, intellectual property
 - Building trust and credibility
- Implementation and Evaluation
 - Campaign execution and monitoring
 - Measuring success and ROI

- Feedback mechanisms and continuous improvement
- Case studies illustrating best practices
- Special Topics and Emerging Trends
- Corporate social responsibility (CSR)
- Internal communications
- Public affairs and lobbying
- The impact of digital media and new technologies

Why Public Relations Handbook by Alison Theaker Is a Must-Read

Clarity and Practicality

One of the most praised aspects of Theaker's book is its clear writing style. Complex concepts are broken down into digestible sections, making the material accessible without sacrificing depth. The inclusion of practical examples and case studies bridges the gap between theory and application, allowing readers to see how concepts translate into real-world scenarios.

Comprehensive Coverage

Unlike many introductory texts, Theaker's handbook covers a broad spectrum of topics, from foundational theories to cutting-edge digital strategies. This breadth ensures readers gain a holistic understanding of PR, preparing them for various challenges they may encounter in the field.

Ethical Focus

In an era where public trust is fragile, ethical considerations are paramount. The book emphasizes the importance of integrity, transparency, and social responsibility, aligning professional practice with societal expectations.

Up-to-Date Insights

While the core principles remain relevant, Theaker also discusses emerging issues such as social media's influence, digital analytics, and the changing media landscape. This modern perspective ensures readers are equipped to navigate contemporary PR environments.

Practical Applications and Learning Tools

The Public Relations Handbook isn't just theoretical; it's designed to be a practical resource. It offers:

- Checklists for campaign planning
- Templates for press releases and communication plans
- Discussion questions for classroom or professional reflection
- Case studies illustrating successful and failed campaigns
- Exercises to develop strategic thinking and problem-solving skills

These tools foster active learning, enabling readers to apply concepts directly to their work or studies.

Critical Analysis: Strengths and Considerations

Strengths

- **Depth and Breadth:** The book covers fundamental principles and contemporary issues, making it suitable for diverse audiences.
- **User-Friendly Language:** Accessible language helps demystify complex topics.
- **Emphasis on Ethics:** Reinforces the importance of responsible practice.
- **Practical Orientation:** Tools and case studies facilitate real-world application.

Considerations

- **Updating Content:** As PR evolves rapidly, some sections may require supplementary reading to stay current with the latest digital trends.
- **Global Perspective:** While comprehensive, the focus is primarily on principles applicable in Western contexts; readers from other regions may need additional local insights.

Final Thoughts: Why This Book Remains Relevant

In a landscape where communication channels multiply and audiences become more discerning, the principles outlined in Alison Theaker's Public Relations Handbook are more relevant than ever. Its balanced blend of theory, practice, and ethical reflection provides a robust foundation for anyone seeking to understand or excel in public relations.

For students, educators, and professionals alike, it offers a roadmap for developing strategic, ethical, and impactful communication initiatives. As the PR landscape continues to evolve, this

handbook remains a vital touchstone?guiding practitioners to navigate the complexities of reputation management, stakeholder engagement, and digital communication with confidence and integrity.

In summary, Alison Theaker's Public Relations Handbook is more than just a textbook; it's a comprehensive guide that equips readers with the knowledge, skills, and ethical grounding necessary to thrive in the dynamic world of public relations. Its enduring relevance and practical focus make it an essential addition to any PR professional's library.

Question What are the key topics covered in 'The Public Relations Handbook' by Alison Theaker? The book covers essential topics such as the fundamentals of public relations, strategic communication, media relations, ethics, crisis management, research and planning, digital media, and measurement of PR effectiveness. How does Alison Theaker's 'The Public Relations Handbook' address digital and social media strategies? The book provides insights into integrating digital and social media into PR campaigns, including content creation, online reputation management, engagement techniques, and measuring social media impact. Is 'The Public Relations Handbook' suitable for beginners or experienced practitioners? The book is suitable for both beginners seeking foundational knowledge and experienced practitioners looking to update their skills with current industry practices and strategies. What sets Alison Theaker's approach to public relations apart in her handbook? Her approach emphasizes strategic thinking, ethical considerations, and practical applications, combining theoretical frameworks with real-world case studies to enhance understanding. Does 'The Public Relations Handbook' include case studies or real-world examples? Yes, the book features numerous case studies and examples that illustrate key concepts, tactics, and the impact of effective PR campaigns across various industries. How up-to-date is 'The Public Relations Handbook' regarding current trends in the industry? The latest editions incorporate recent trends such as digital transformation, influencer marketing, data analytics, and the evolving role of social media in PR practice. Can students and educators benefit from 'The Public Relations Handbook'? Absolutely, it serves as a comprehensive textbook for students and a valuable resource for educators, providing theoretical insights and practical guidance for teaching public relations. Where can I access or purchase 'The Public Relations Handbook' by Alison Theaker? The book is available through major booksellers, online retailers like Amazon, and academic libraries. It can also be found in digital formats for e-readers and online educational platforms.

Related keywords: public relations, PR handbook, Alison Theaker, communication strategies, media relations, reputation management, PR skills, corporate communication, public affairs, PR theories

understanding employment relations

Understanding Employment Relations

Understanding employment relations is essential for fostering a productive, harmonious, and compliant workplace environment. Employment relations encompass the dynamic interactions between employers, employees, and the broader organizational structures that influence how work is arranged, managed, and evaluated. This field of study and practice is vital for ensuring that both organizational goals and employee rights are balanced effectively, leading to sustainable business success and employee satisfaction.

In this comprehensive guide, we will explore the fundamental concepts of employment relations, its key components, the legal framework involved, and the strategies organizations can employ to cultivate positive employment relationships.

What Are Employment Relations?

Definition of Employment Relations

Employment relations refer to the relationship between employers and employees, encompassing the formal and informal interactions that influence work conditions, employment terms, and workplace behavior. It includes the negotiation, communication, and management of employment terms, as well as the resolution of disputes and the promotion of fair practices.

Importance of Employment Relations

Good employment relations are crucial for:

- Enhancing employee motivation and commitment
- Increasing organizational productivity
- Ensuring legal compliance
- Reducing workplace conflicts and disputes
- Promoting a positive organizational culture

Key Components of Employment Relations

- Employment Contracts

Employment contracts are legally binding agreements that specify the terms and conditions of employment, including:

- Job responsibilities
- Salary and benefits
- Working hours
- Leave entitlements
- Termination procedures

- Collective Bargaining

Collective bargaining involves negotiations between employers and employee representatives (such as trade unions) to determine wages, working conditions, and other employment terms.

- Workplace Communication

Effective channels of communication facilitate transparent interactions, enabling feedback, grievance handling, and clarification of policies.

- Conflict Resolution

Disputes can arise due to misunderstandings, unmet expectations, or violations of employment terms. Resolution mechanisms include:

- Negotiation
- Mediation
- Arbitration
- Grievance procedures

- Employee Rights and Responsibilities

Employees have rights such as fair treatment, safe working conditions, and nondiscrimination. Employers are responsible for upholding these rights and ensuring legal compliance.

Legal Framework Governing Employment Relations

Major Employment Laws and Regulations

Legal frameworks provide the foundation for employment relations by establishing rights,

obligations, and procedures. Commonly involved laws include:

- Employment Rights Acts
- Occupational Health and Safety Acts
- Equal Employment Opportunity Laws
- Labour Relations Acts
- Data Protection Regulations

Roles of Regulatory Bodies

Organizations such as labor boards, employment tribunals, and human rights commissions oversee compliance and handle disputes.

Impact of Legislation on Employment Relations

Legal standards influence:

- Contract formation
- Dispute resolution processes
- Workplace policies
- Employer obligations regarding fair treatment and safety

Strategies for Effective Employment Relations

- Open and Transparent Communication

Encouraging honest dialogue helps build trust and reduces misunderstandings. Strategies include:

- Regular meetings
- Feedback systems
- Clear policies and procedures

- Employee Participation and Involvement

Involving employees in decision-making processes fosters a sense of ownership and commitment.

- Fair and Consistent Management Practices

Applying policies uniformly and fairly enhances perceptions of justice and fairness.

- Training and Development

Providing training on workplace rights, conflict resolution, and communication skills strengthens employment relations.

- Recognizing and Rewarding Performance

Acknowledging employee contributions boosts morale and motivation.

Challenges in Employment Relations

Common Issues Faced by Organizations

- Workplace conflicts
- Resistance to change
- Discrimination or harassment
- Unfair dismissal claims
- Managing diverse workforce needs

Addressing Challenges Effectively

- Implementing clear policies
- Providing training on diversity and inclusion
- Ensuring accessible grievance procedures
- Maintaining consistent application of rules

The Role of Human Resource Management in Employment Relations

HR Functions Supporting Employment Relations

- Recruitment and onboarding
- Performance management

- Compensation and benefits management
- Employee engagement initiatives
- Legal compliance and policy development

Building a Positive Organizational Culture

HR plays a vital role in fostering an environment of respect, inclusiveness, and fairness, which directly impacts employment relations.

The Impact of Technology on Employment Relations

Digital Communication Tools

Platforms like emails, intranets, and collaboration software enhance communication but require guidelines to prevent misinterpretations.

Remote Work and Flexibility

The rise of remote working arrangements demands new policies and management approaches to maintain effective employment relations.

Data Privacy and Security

Handling employee data responsibly is essential to maintain trust and comply with legal standards.

Future Trends in Employment Relations

Emphasis on Employee Well-being

Organizations increasingly recognize mental health, work-life balance, and overall well-being as priorities.

Automation and AI

Automation affects job roles and requires re-skilling, impacting employment relations dynamics.

Legal and Regulatory Changes

Evolving legislation around gig work, minimum wages, and workplace safety influences employment practices.

Embracing Diversity and Inclusion

Fostering diverse workplaces enhances innovation but requires proactive policies and cultural shifts.

Conclusion

Understanding employment relations is fundamental for creating harmonious, lawful, and productive workplaces. By recognizing the key components, legal frameworks, and strategies for effective management, organizations can foster positive relationships that benefit both employees and the business. As workplaces evolve with technological advancements and societal changes, ongoing attention to employment relations remains crucial for sustainable success.

References

(Note: In an actual article, this section would list credible sources, legal documents, and further reading materials.)

Understanding Employment Relations: A Comprehensive Guide

In the complex world of modern workplaces, employment relations stand as a fundamental pillar that shapes the interactions between employers, employees, and their broader organizational environment. Grasping the nuances of employment relations is essential not only for HR professionals and managers but also for employees seeking to understand their rights and responsibilities within their organizations. This guide aims to provide a detailed exploration of what employment relations entail, their importance, key components, and the factors influencing them, enabling readers to navigate and foster healthier workplace relationships effectively.

What Are Employment Relations?

Employment relations refer to the dynamic interactions, agreements, and overall relationship between employers and employees within a workplace or organization. It encompasses the formal and informal processes through which both parties communicate, negotiate, and collaborate to achieve organizational goals while safeguarding individual rights and promoting fair employment practices.

At its core, employment relations are about balancing the interests of employers—who seek productivity and profitability—with those of employees—who desire fair treatment, job security, and meaningful work. These relations influence organizational culture, employee motivation, satisfaction, and overall performance.

The Significance of Employment Relations

Understanding employment relations is vital for several reasons:

- Promotes Workplace Harmony: Good employment relations reduce conflicts and misunderstandings, fostering a positive working environment.
- Enhances Productivity: Satisfied employees tend to be more engaged and productive, benefiting organizational success.
- Ensures Legal Compliance: Clear employment relations help organizations adhere to labor laws and regulations, avoiding legal disputes.
- Builds Trust and Loyalty: Strong relationships contribute to employee retention and loyalty, reducing turnover costs.
- Facilitates Change Management: Effective communication channels enable smoother transitions during organizational changes.

Key Components of Employment Relations

- Employees and Employers

At the foundation of employment relations are the individuals and entities involved:

- Employees: Workers who provide labor and skills in exchange for compensation.
- Employers: Organizations or individuals who hire and manage employees to achieve business objectives.

- Employment Contracts

Legal agreements outlining the terms and conditions of employment, including:

- Job roles and responsibilities
- Compensation and benefits
- Working hours and leave policies
- Dispute resolution mechanisms

- Communication and Negotiation

Open and transparent dialogue is essential for:

- Clarifying expectations
- Addressing grievances
- Negotiating wages, benefits, and working conditions

- Collective Bargaining and Trade Unions

Many employment relations involve organized collective negotiations:

- Trade Unions: Represent workers' interests and negotiate on their behalf.
- Collective Agreements: Contracts that specify conditions agreed upon between unions and management.

- Dispute Resolution Mechanisms

Processes to resolve conflicts, such as:

- Internal grievance procedures
- Mediation and arbitration
- Legal proceedings

- Employment Policies and Practices

Organizations develop policies to govern employment relations, including anti-discrimination policies, health and safety standards, and performance management systems.

Types of Employment Relations

Understanding the different frameworks helps in assessing organizational dynamics:

- Industrial Relations

Focuses on the relationship between employers, employees, and their representatives (like trade unions), often involving collective bargaining and labor laws.

- Employee Relations

Emphasizes individual employment relationships, focusing on employee engagement, motivation, and well-being.

- Psychological Contracts

Unwritten expectations and perceptions between employees and employers that influence behavior and commitment.

Factors Influencing Employment Relations

Several internal and external factors can impact employment relations:

Internal Factors

- Organizational culture
- Leadership style
- Management practices
- Employee participation in decision-making

External Factors

- Labor laws and regulations
- Economic conditions
- Industry standards
- Societal values and norms

Technological Changes

Advancements in technology can alter work practices, communication channels, and job roles, influencing employment relations.

Challenges in Employment Relations

Despite best efforts, organizations often face hurdles such as:

- Workplace Conflicts: Disagreements over pay, workload, or treatment.
- Change Resistance: Employees may resist organizational restructuring or technological adoption.
- Legal and Regulatory Compliance: Navigating complex labor laws can be challenging.
- Diverse Workforce: Managing cultural, generational, and gender diversity requires inclusive policies.
- Globalization: International operations introduce cross-cultural and legal complexities.

Best Practices for Fostering Healthy Employment Relations

To cultivate positive employment relations, organizations should consider:

- Effective Communication: Maintain open, honest, and two-way communication channels.
- Participation and Consultation: Involve employees in decision-making processes.
- Fair Treatment and Equity: Ensure nondiscriminatory practices and equal opportunities.
- Recognition and Reward: Acknowledge employee contributions appropriately.
- Training and Development: Invest in continuous learning to enhance skills.
- Robust Grievance Procedures: Provide accessible mechanisms for raising concerns.
- Compliance and Ethical Standards: Uphold legal requirements and ethical conduct.

The Future of Employment Relations

As workplaces evolve due to technological innovations, demographic shifts, and changing societal expectations, employment relations are also transforming. Emerging trends include:

- Remote and Flexible Work: Adjusting traditional relations to accommodate telecommuting.
- Gig and Platform Work: Redefining employment status and rights.
- Focus on Diversity and Inclusion: Creating equitable environments for all.
- Automation and AI: Impacting job security and skill requirements.
- Employee Well-being: Prioritizing mental health and work-life balance.

Organizations that proactively adapt their employment relations strategies will be better positioned to attract, retain, and motivate their workforce in this dynamic landscape.

Conclusion

Understanding employment relations is fundamental to fostering a productive, fair, and harmonious workplace. It involves a complex interplay of contractual agreements, communication practices, organizational policies, and external influences. By appreciating the key components, recognizing

the challenges, and adopting best practices, organizations can build strong employment relations that contribute to sustained success. As the modern work environment continues to evolve, staying informed and adaptable will be crucial for managing employment relations effectively and ethically.

QuestionAnswer What is the significance of understanding employment relations in the workplace? Understanding employment relations is crucial for fostering a positive work environment, ensuring effective communication between employers and employees, and promoting productivity and job satisfaction. It helps in managing conflicts, complying with legal standards, and building strong organizational culture. How do employment relations impact organizational performance? Effective employment relations can lead to increased employee engagement, reduced turnover, and better collaboration, all of which contribute to improved organizational performance. Conversely, poor relations may result in conflicts, absenteeism, and decreased productivity. What are the key components of employment relations? Key components include communication between management and staff, employee rights and responsibilities, collective bargaining, conflict resolution mechanisms, and compliance with employment laws and policies. How has the rise of remote work affected employment relations? Remote work has shifted traditional employment relations by emphasizing digital communication, changing management practices, and raising new challenges related to monitoring, trust, and employee well-being. It requires organizations to adapt their policies to maintain engagement and effective relations. What role do trade unions play in employment relations? Trade unions represent employees' interests, negotiate wages and working conditions, and serve as a voice for workers. They play a vital role in balancing power dynamics between employers and employees and ensuring fair labor practices. What are current trends influencing employment relations today? Current trends include the increasing importance of diversity and inclusion, flexible working arrangements, technological advancements, gig and freelance work, and a focus on employee well-being and mental health. These trends are reshaping traditional employment relations models.

Related keywords: workplace dynamics, employee rights, labor laws, industrial relations, collective bargaining, conflict resolution, organizational culture, employee engagement, HR management, workplace communication

Read the full article online: [UNDERSTANDING EMPLOYMENT RELATIONS](#)